

**SECTION 9**  
**ATTACHMENT H**  
**BUSINESS ~~usiness-PLAN~~**

~~This documentation is a~~ key component of the Application ~~is the business plan for newly~~  
~~formed Arizona businesses.~~ An Applicant shall submit a business plan that includes, at a  
minimum, the components listed below. The Applicant should be mindful of formatting,  
professionalism (e.g., appearance, grammar, mathematics, and spelling) and readability. The  
Division may request a personal interview with the Applicant to discuss aspects of this plan. The  
Applicant is expected to be able to discuss this plan and cannot be represented by a consultant.  
~~Consultants cannot generally represent Applicants.~~

**BUSINESS PLAN OUTLINE AND SCORING**

SECTION	MINIMUM SCORE ACCEPTED
<p><b>OVERALL PLAN</b></p> <p>Readability</p> <p>Professional: Appearance/Spelling/Grammar/Math</p> <p>Formatting</p> <p>Cover Page/Table of Contents</p>	
<p><b>EXECUTIVE SUMMARY</b></p> <p>Existing Business Description and 5-year Business Prospective</p>	
<p><b>MANAGEMENT AND ORGANIZATION</b></p> <p>Key positions and responsibilities</p>	
<p><b>SERVICE</b></p> <p>Geographic intent</p>	
<p><b>MARKETING PLAN</b></p> <p>Industry Profile</p> <p>Competition</p> <p>Pricing</p> <p>At a minimum this section should include a plan for each service that demonstrates an understanding of the proposed area of service delivery, the demand for the service in the area, the existing competition in that area, an understanding of the rate model implications, and phase in and start-up considerations. Applicants should not assume special rates (e.g., intense staffing, rural, etc.)</p>	
<p><b>FINANCIAL PLAN</b></p> <p>Describes bankruptcies, liens and judgments and resolution and/or releases</p> <p>Demonstrates sufficient operating capital for a minimum of three (3) months with no funding from The Division. Sufficiency of operating capital should be measured by the Applicant's anticipated service delivery level.</p> <p>Recognizes that referrals (and revenue) will be phased in during a reasonable start-up period. Services should not exceed financial start-up capital and ability to meet good-to-go requirements. Applicants should also anticipate that expenses (e.g., hiring, training, certification, third party collections) will occur prior to operation and incoming revenues.</p>	
<p><b>OPERATING AND CONTROL SYSTEMS</b></p>	
<p><b>GROWTH PLAN</b></p>	

<b><u>1. Cover Page (optional)</u></b> a. <u>Company Name</u> b. <u>Owner(s)</u> c. <u>Director/Manager</u> d. <u>Address</u> e. <u>Phone Number</u> f. <u>Fax Number (optional)</u> g. <u>Email Address</u> h. <u>Website Address (optional)</u> i. <u>Logo (optional)</u>	<b><u>3</u></b>	<b><u>30</u></b>
<b><u>2. Table of Contents (optional)</u></b>	<b><u>0</u></b>	<b>N/A</b>
<b><u>3. Executive Summary</u></b> <b><u>Completion of this section is mandatory. This section is typically no longer than three pages. All 6 subtopics listed must be addressed.</u></b> a. <u>Describe the fundamentals of the company and the reason it was formed.</u> b. <u>Identify the purpose and the unique features of the company.</u> c. <u>Include a summary of the company's three-year business prospective.</u> d. <u>Specify what the management team hopes to accomplish.</u> e. <u>List the percentage of your business that you anticipate to be funded by the Division.</u> f. <u>Summarize any existing business affiliations and other lines of business.</u>	<b><u>3</u></b>	<b><u>2</u></b>
<b><u>4. General Company Description</u></b> <b><u>Completion of this section is mandatory. All 6 subtopics listed must be addressed.</u></b> a. <u>Mission statement</u> b. <u>Company's goals and objectives</u> c. <u>Business philosophy</u> d. <u>Company's unique features</u> e. <u>Legal form of ownership (e.g., Sole Proprietorship, Limited Liability Company, Corporation, Limited Liability Partnership)</u> f. <u>Location of administrative office(s)</u>	<b><u>10</u></b>	<b><u>7</u></b>

<p><b><u>5. Management and Organization</u></b>  <b><u>Completion of this section is mandatory. All 4 subtopics listed must be addressed.</u></b></p> <ul style="list-style-type: none"> <li>a. <u>Identify the management hierarchy, including the key management positions overseeing the primary functions of the company, the primary duties of each of these key management positions, and the business experience of the employees occupying these positions; include organizational chart(s).</u></li> <li>b. <u>Provide descriptions for all other positions in the organization, including primary job duties- and assigned responsibilities.</u></li> <li>c. <u>Identify professional and advisory support (e.g., consultants, board of directors).</u></li> <li>d. <u>Include resumes of owner(s) and key positions.</u></li> </ul>	<b><u>22</u></b>	<b><u>16</u></b>
<p><b><u>6. Services</u></b>  <b><u>Completion of this section is mandatory. All 4 subtopics listed must be addressed.</u></b></p> <ul style="list-style-type: none"> <li>a. <u>Provide a description of proposed services.</u></li> <li>b. <u>Identify the geographic area(s) in which services will be provided (e.g. Bisbee, Globe/Miami, Parker, Window Rock, Yuma).</u></li> <li>c. <u>Provide a description of the environment(s) in which services will be provided (e.g. individual's home, provider's home, in a facility, in the community).</u></li> <li>d. <u>List the rates for the services to be provided (reference the Division's <i>RateBook</i>).</u></li> </ul>	<b><u>12</u></b>	<b><u>9</u></b>
<p><b><u>7. Operational and Quality Management Plan</u></b>  <b><u>Completion of this section is mandatory. Both subtopics listed must be addressed.</u></b></p> <ul style="list-style-type: none"> <li>a. <u>Demonstrate an understanding of and the importance of control systems (the procedures used to monitor services and system performance and to define and implement actions that will result in service and system improvements).</u></li> <li>a.b. <u>Identify the systems in place to minimize liability and risks (e.g., personnel, training, transportation, certification requirements, insurance requirements, and service delivery).</u> —</li> </ul>	<b><u>20</u></b>	<b><u>15</u></b>

<p><b><u>8. Financial Plan</u></b>  <b><u>Completion of this section is mandatory. All 5 subtopics listed must be addressed.</u></b></p> <p>a. <u>Identify sufficient operating capital for a minimum of three (3) months with no funding from the Division; provide supporting documentation that demonstrates access to the funding.</u></p> <p>b. <u>Describe anticipated expenses (e.g., payroll, training, certification, insurance, third-party collections, and facility costs) that will occur for operation and revenues for a three-year period. (e.g., break-even analysis, projected cash flow).</u></p> <p>c. <u>Include a plan for phase-in and start-up considerations for each service that demonstrates an understanding of the proposed area of service delivery, the demand for the services in the area, the existing competition in the area, and an understanding of the Division's rate structure in the published <i>RateBook</i>.</u></p> <p>d. <u>Identify a contingency plan if forecasted service delivery levels are not met.</u></p> <p>e. <u>-Financial documents are mathematically correct.</u></p>	<b><u>22</u></b>	<b><u>16</u></b>
<p><b><u>9. Marketing Plan</u></b>  <b><u>Completion of this section is mandatory. Both subtopics must be addressed.</u></b></p> <p>a. <u>Market research: For each proposed service, describe the need for the service in the area, the existing competition, and the projected need for the service).</u></p> <p>a-b. <u>Describe recruitment process which addresses member choice.</u></p>	<b><u>4</u></b>	<b><u>3</u></b>
<p><b><u>10. -Growth Plan</u></b>  <b><u>Completion of this section is mandatory. Both subtopics listed must be addressed.</u></b></p> <p>a. <u>Reflect a reasonable pace at which the Applicant plans to increase proposed service capacity including the geographic area(s).</u></p> <p>b. <u>Identify potential new services the agency plans for continued growth including the geographic area(s) and financial requirements.</u></p>	<b><u>4</u></b>	<b><u>2</u></b>
<b><u>TOTAL POINTS POSSIBLE</u></b>	<b><u>100</u></b>	<b><u>70</u></b>